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21 April 1964

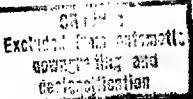
**MEMORANDUM FOR:** Deputy Director/Intelligence  
Deputy Director/Science and Technology

**SUBJECT** : Collection Guidance Staff (CGS)

**REFERENCES** : A. Memorandum from Executive Director to DD/I and DD/S&T dated 28 Jan 64, same subject  
  
B. Memorandum from CIA SICINT Officer to DD/I dated 19 Feb 64, subject--Transfer of SPINT Staff to DD/S&T  
  
C. Memorandum from DD/I to DDCI dated 28 Feb 64, subject--Rationale for a Central Collection Guidance Function  
  
D. Memorandum from CIA SIGINT Officer to DDCI dated 5 Mar 64, subject--Special Intelligence Staff (SPINT)  
  
E. Memorandum from DD/S&T to DDCI dated 7 Mar 64; subject--Comments on the DD/I Collection Guidance Staff and Reference A  
  
F. Memorandum from DD/I to DDCI dated 8 Mar 64, subject--Preservation of Centralized Collection Guidance  
  
G. Memorandum from D/Security to DDCI dated 10 Mar 64, subject--Special Intelligence Staff (SPINT)

1. In the basic memorandum to the DD/I and DD/S&T of 28 January I advised that I had reviewed in considerable detail the organization and activities of the Collection Guidance Staff. I stated, "While my views are still in a preliminary stage as to ultimate size and operations of the Collection Guidance Staff, there are certain views that I believe should be made known at this time . . . ." I then went on to enunciate certain principles, namely that

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the objective of CGS to provide an organization to meld both U. S. operations and U. S. intelligence information is sound, that CGS should be the parent organization for representation in NMCC or State operations, that it should have close relationships with other watch or alert mechanisms, that it should remain in the DD/I and perform a service of common concern, and that it should be "the basic staff for the levying of requirements on collectors for the substantive intelligence units of the Agency". In the concluding sentence I requested that the addressees establish a working group to prepare the necessary implementing procedures and I established a due date of 1 March.

2. Shortly after signing the above memorandum, I left on a field trip of some three and one-half weeks' duration. Upon return I was advised by the DDCI that the referenced memorandum had not been implemented in any manner and that there appeared to be considerable misunderstanding as to what was intended. I have recently concluded lengthy discussions with all of the principal officers concerned and regret to say that I find no basic differences on any of the principles enunciated in the memorandum except for varying interpretations of the phrase, "levying of requirements". I would be less than frank if I did not acknowledge the fact that the document prepared by the Collection Guidance Staff, entitled "CGS Services for DD/S&T" and dated 31 December 1963, had only served to complicate the issue and create both confusion and suspicion rather than assisting in any rational discussion of what CGS can and should do for DD/S&T. Acknowledging that the Collection Guidance Staff "shopping list" had been prepared about a month before my memorandum of 28 January, it still ignores a sound basic principle of management which I certainly implied in my memorandum, and I know that I enunciated orally in my 25 January meeting with CGS that they should proceed slowly and cautiously. On the other hand, I do feel that the DD/S&T perhaps may have been viewing the Collection Guidance Staff efforts with unnecessary suspicion and consequently did not assist in any way in moving our efforts forward.

3. In any event, the current disagreements of DD/I and DD/S&T need to be resolved, and sound working relations re-established. I have therefore set out the role of the Collection Guidance Staff as follows:

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Mission and Functions  
of the  
Collection Guidance Staff

Mission

The Collection Guidance Staff will be the central registry of all requirements for the collection of intelligence information (as distinct from tasking or programming) and will assist analysts as requested in preparing and levying requirements on collection media, and collectors in clarifying requirements from analysts. In carrying out this mission the Collection Guidance Staff will not interfere with direct analyst-collector contacts on technical matters.

Functions

1. CGS will maintain the central registry of all requirements including those served on Agency collection offices. It will also serve as a repository for other tasking requests for program requirements placed by Agency components on collectors which might affect current collection priorities.
2. CGS will be responsible for processing (as distinct from tasking or programming) Agency requirements on collection media of other agencies and departments. It will review all such requirements to insure that undesirable duplication does not exist, and where such duplication is found, will take appropriate steps to unify the particular requirement.
3. As requested CGS will provide staff support to analytical elements on requirement matters.
4. CGS will provide Agency representation at NMCC and State Operations Center, and will insure coordination in this context with DD/P and other Agency components.
5. CGS will maintain an operations center to support the DCI with salient intelligence on situations of concern to the Agency and related U. S. military operational deployment plans and intentions.

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Attached as Annex I is the DD/I's internal memorandum assigning the CCS those functions he wishes performed for DD/I units.

4. A related item of major concern is the organizational location of the so-called SPINT Staff. (The physical location of the personnel in the Building will not change.) When [redacted] transferred to DD/S&T there was full agreement between DD/I and DD/S&T that he should continue his responsibilities as the Agency SIGINT Officer. At that time [redacted] agreed that the SPINT Staff could remain in CCS. It certainly was implied that this original arrangement was dependent upon its support to him in a satisfactory basis. Inasmuch as he does not believe that the present arrangement is working satisfactorily and has requested that portions of the SIGINT Staff be reassigned to his immediate office, attached as Annex II is a reallocation of the personnel formerly in the SPINT Staff. Attached as Annex III is a revision of the Headquarters Regulation to reflect the changes in the responsibilities of the Agency SIGINT Officer which reflects the handling of all requirements by CCS as distinct from tasking.

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(signed) Lyman B. Kirkpatrick

Lyman B. Kirkpatrick  
Executive Director

Attachments

LBK:rkc

Distribution:

Copy - Addressees

LER [redacted] DDCI

Executive Director

DDCI

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## THE COLLECTION GUIDANCE STAFF OF THE DD/I

Mission: The Collection Guidance Staff (CGS) is the central mechanism for coordinating all-source information requirements and levying them on collectors in support of the DD/I's mission to correlate and evaluate intelligence relating to the national security.

Functions:

1. CGS will collaborate with DD/I production analysts in identifying information gaps and translating these identifications into substantive all-source collection guidance, acting on request for DD/S&T as well.
2. CGS will be the channel for processing and passing to collectors all requirements related to national intelligence production, assigning proper priorities, eliminating duplication and avoiding competition for collection resources among production offices.
3. CGS will review progress in collection for DD/I substantive needs and assess the effectiveness of collection systems.
4. CGS will maintain the Agency's central registry for recording and retrieving all requirements for substantive information and other tasking requests or program requirements placed by Agency components on collectors which might affect collection priorities.
5. CGS will provide staff support for the DD/I, and on request for other components, in developing and coordinating Agency positions on collection problems, and will appear at USIB and other interdepartmental committees where collection guidance is to be discussed.
6. CGS will maintain an Operations Center to support the DCI with salient intelligence and U. S. operational intentions and capabilities with regard to situations of concern to the Agency. To this end, CGS will maintain Agency representation at NMCC and the State Operations Center and will insure coordination on this role with DD/P and other Agency components.

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Annex II

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13 March 1964

**Table of Organization of Special Intelligence Staff  
at Time of Transfer of CIA SIGINT Officer to DD/S&T**

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Annex III

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